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Your Information Source For The Automotive Aftermarket

FEBRUARY 1991

SPRING SUMMER SELLING GUIDE

AUTOMOTIVE MARKETING

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MARKET LINE

Exhaust Manufacturers Are Cautiously Optimistic For 1991

"Cautiously optimistic," were the words Jim Thomas, president of the Maremont Exhaust Systems Products Div. of Arvin Industries, Carol Stream, IL, used to describe the exhaust market for 1991. That's a change from the last time we examined the exhaust market so we took a closer look.

The exhaust market is a mature one. Manufacturers count on OE exhaust systems wearing out through condensation, bad weather, or simple wear and tear in four to five years. Traditionally, sales track even with the growth of the 2-to-11 years old vehicle population leading to slow but steady sales.

By the 1980s, the exhaust industry consolidated to just four major replacement suppliers: Walker Mfg., Racine, WI; Maremont; AP Parts, Toledo, OH; and Midas Intl., Chicago. Walker and AP are also OE suppliers but Maremont's parent company, Arvin Industries, is probably the largest OE supplier.

Reasons For Slowdown

A number of factors contributed to a slowdown in the exhaust market during the 1980s. A 1988 Walker report put the replacement market at 84 million pieces (mufflers and pipes) which meant there had been no growth since 1983. This took place while the *potential* market grew by some 99 million pieces. The reasons were these: Since the mid-1970s, vehicles have been equipped with stainless steel front pipes, catalytic converters, and burn unleaded gas, all of which preserve the exhaust system. To add to this, in the late 1980s, as many as 15% of new cars came with complete stainless steel exhaust systems, and older cars lacking hotter burning engines and catalytic converters were junked.

The result was market stagnation. When we last examined the market in 1988, executives were glum. Manufacturers were selling about a million fewer mufflers than they did in the early 1980s. Replacement rates had slowed from about four years to almost five years. And technological improvements seemed to work against any growth.

But following 11 consecutive down quarters from 1986-1989, sales began to pick up in May of 1989, according to Thomas. "We can pinpoint it in May, 1989. It caught us all somewhat by surprise. The first five months of 1989 were terrible and we were expecting a decent flat year. Then there was an upturn." For the past 12 months, Thomas said, unit sales were up about 9-10%.

EXHAUST FACTS AND FIGURES

Estimated Dollar Sales: **$1.9 billion to $2.2 billion**	
About **30 million** mufflers	
About **40-45 million** pipes	
About **1.5 million** replacement catalytic converters	
Market Share By Chief Segments:	
Undercar Specialists:	**40-45%**
Garages	**15-20%**
Gas Stations	**15-20%**
Auto Parts Stores (DIY)	**10-15%**
New Car Dealers	**8-10%**
Mass Merchants	**7- 9%**
Others	**5-10%**

Source: *Automotive Marketing* estimates from various industry sources.

ASSOCIATIONS

APAA, ASIA Merger?

Gene Gardner (DuPont) and Jim Thomas (Maremont), board chairmen respectively of Automotive Service Industry Assoc. and Automotive Parts & Accessories Assoc., met with their executive committees to explore a merger. They cited benefits such as a common voice in Washington and economies of scale. Both are hopeful that ASIA and APAA can be merged. Discussions continue. ■

Thomas expects sales to level off at a higher point. "We'll get back to exhaust sales tracking even with the growth of the 2-to-11 years old car group. And that 2-to-11 years old population will grow in 1991 and import registrations will grow even more rapidly within the car population.

"Typically, imports consume more exhaust system parts than domestics. They have a smaller muffler that's farther from the engine, they run cooler which is a muffler man's delight as far as condensation, and they tend to use cold rolled steel."

While everyone in the industry was glad to see sales increase, executives emphasized that it was not a wild upswing. "Call it a recovery," Frank Grosser, vice president of sales and marketing at Walker Mfg., a division of Tenneco Automotive, said. "Industry demand is back to where it was in 1986 and 1987."

Market Statistics

Here are some numbers. Estimates of dollar sales for all sorts of exhaust system products such as mufflers, pipes, clamps, and hangers ranged from a low of $1.9 billion to $2.2 billion. And this does not include catalytic converters which add slightly more than $200 million to the market. Rising sales mean a continuing 1-2% annual growth rate.

Exhaust specialty installers dominate the market. A consensus of the major exhaust manufacturers has the specialists growing from about a 20% market share in the 1970s to about a third of the market by the beginning of the 1980s to closer to 45% today. There are roughly 12,000 specialty shops. However, they are no longer simply exhaust shops; now they prefer to be known as undercar specialists.

"We see the specialists at about 44-45% now," Grosser said "They used to gain about 1-2% per year, but that will stop."

What About DIY Sales

And what about DIY sales? During the 1980s, DIY sales fell from the low 20% range to the low teens. Our latest *Consumer Automotive Repair Study (CARS)* puts the DIY rate at 14%, a percentage that was readily agreed on by executives from the three leading exhaust suppliers.

"The DIY end is slowing down," Jim Gerber, director of product development at AP Parts, said. "It's not a matter of complexity, it's just that installation is so handy. The DIY market has changed significantly. DIYers used to do anything. Now the market's propped up by bells and whistles: wax, sealants, pinstriping, bed liners, roll bars. It's gone from hard to soft goods. That's the kind of thing that shows growth. Not installations."

Grosser thought our 14% DIY percentage was on target. "A few years ago, it was about 25%. That 14% might hold for a while. The car population is aging and older, less valuable vehicles may still offer DIY sales an opportunity."

Still, Grosser feels that "mass merchants without bays may lose share. The DIY rate is trending down. But mass merchants with bays could maintain their share with yuppie sales."

Thomas agreed with the general assessment. "DIY is not a dynamic factor. It's maybe 20% at best or smaller. But even at 15% it's a $300 million market, and at 20% it's $400 million. That's nothing to ignore."

Back To WDs

Although DIY sales are tending down, parts proliferation is driving business back to the WD side of the market. "Our line has 5,400 part numbers," Grosser

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said. "This year, we'll introduce 640 new part numbers and obsolete only 180. Just the investment in new numbers, only one each, might require $15,000 in inventory. That plays back to the traditional market's strength: coverage and availability."

Gerber noted that there are now more than 900 different models in the U.S. and exhaust systems all have three to five major parts.

"The old 80/20 rule is now more like 60/40. Distribution is beginning to be the key. Jobbers are looking at a source of supply that can deliver in a hurry. Jobbers are switching from depth (maybe ten each of the top 20 numbers) to breadth (only two each of the top 100 numbers). You have to be real good at watching inventory."

And, Thomas added, "Eventually, we see a product line of close to 6,000 part numbers to supply the historic market. That's just the base of the population. It doesn't include exotic applications."

Who Has The Sales?

If DIY and specialty shops are not appreciably increasing sales, who is? "The new car dealer is one segment gaining market shares," Grosser said. "It's because of warranties and imports. I mean high end imports like BMWs and Acuras, those kind of things. It has nothing to do with parts availability. It has to do with the perception that their owners want exactly the same part that came off the car to go back on it." Grosser stressed it was not a huge gain. "Our thrust is still to the 16,000 Walker Advantage shops. We expect to have 18,000 by this year. We have our network in place and we're ready to talk to the consumer. We plan a heavy amount of promotion in 1991."

What's New?

But what's new? For one thing, total stainless systems have not had the impact muffler men once feared. "It's maybe 15% domestic and 5% import," Gerber said. "Car companies couldn't find an incentive to use it. There's no incentive, it has no significant marketing value for the OE. It doesn't help the consumer's buying decision. So now it's an engineering selection."

On the other hand, the use of stamped mufflers (which require a one-to-one replacement) is spreading. Again, however, it's due to engineering demands rather than perceived value for car buyers. For the replacement business, stamped mufflers are a boon to the traditional high part number WD/jobber channel.

For the long term, Walker joined Noise Cancellation Technologies in a 1989 venture to produce and market an electronic muffler. Grosser said the venture was proceeding with several OEM interested in the project. Other manufacturers are restrained in their opinions.

However, Gerber noted the Dodge Stealth and Mitsubishi 3000 have an electromechanical exhaust that uses a butterfly valve activated by processers to open and close exhaust channels according to RPMs. "It's a variable flow back pressure and sound muffler." Again, it's an engi-

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Western Creates Auto America Franchising

Western Auto, Kansas City, MO, a subsidiary of Sears Roebuck and Co., Chicago, will begin franchising stores under the name Auto America in 1991.

Western Auto chairman and CEO John T. Lundegard told *Automotive Marketing* the company would open 15 Auto America stores in 1991. The first is scheduled to open in late spring in Marion, IN.

A New Operation

Although Western Auto already has roughly 1,100 associate Western Auto stores, Lundegard noted that the Auto America stores are completely different from the associate operation which has been shrinking in recent years.

"This is a true franchise operation," Lundegard said. "The keys to franchises are royalties and franchise payments. The associates don't have that, they have simple buying agreements. And the stores themselves will be completely different. It's total automotive: tires, parts, accessories, service. Western will select sites and build the store. It's more of a turnkey operation."

Chuck Hutchens, vice president, Auto America, explained why the stores were called Auto America rather than Western Auto. "The name Auto America has a lot of advantages," Hutchens noted. "We can go into communities where Western Auto does not exist and Auto America has an immediate identity. We've tested the name in stores and people like it. It also avoids confusion between what Auto America is all about and what the West-

ern associate stores are about. Associates tend to carry bicycles, lawn and garden, and things like that. Auto America is exclusively automotive," Hutchens said.

"On the other hand, there are disadvantages," Hutchens conceded. "Where people are familiar with Western Auto, we can't capitalize on that. We have to explain that we are a division of Western Auto in telling the franchise story, we have to explain to customers that product warranties will be honored in Western Auto stores," he said.

Potential Markets

Although Hutchens said 600 potential markets for Auto America have been identified, he added, "The priority now is not the number of stores, it's the numbers in the stores. The sales profit."

Potential Auto America franchisors will pay a $25,000 franchise fee and a 5% royalty. Western Auto estimates an investment of about $130,000-$175,000 will be needed to open the stores.

Western Auto, which has 356 company stores and about 1,100 associate stores, also operates Tire America and NTW tire stores. Company sales for 1990 were approximately $1.2 billion. ■

Who Gets The Auto Service Business?

by Edward L. Kaufman, Contributing Editor

Whether or not you now compete in the automotive service business, service market trends will affect your business.

The Lindsey-Kaufman Co., Tenefly, NJ, estimates that 1990 DIY sales amounted to nearly $37 billion. However, as you can see by our chart, DIY sales are dwarfed by service-related sales. The broad definition of "Do-It-Yourself" includes an estimated $6 million in sales of tires by tire dealers for which no charge was made for mounting. DIY sales by auto chain stores and mass merchandisers exceeded $26 billion. These are large figures indeed.

If we deduct DIY sales from that total, we arrive at a narrowly defined automotive service market. Lindsey-Kaufman Co. estimates that this exceeded $61 billion in 1990. However, these preliminary estimates are subject to revision later in 1991.

Generalists Vs. Service Merchandisers

The automotive service market (ASM) of $61.1 billion is served by three classes of traditional *service generalists* and five classes of *service merchandisers*.

The generalists, including car dealers, gas stations and garages, accounted for just under 70% of the ASM in 1990. Car dealers alone accounted for 27.3% of the ASM. Note that car dealers' market share can vary depending upon market definitions. Thus, they account for 24.5% of the $130 billion market, 22.9% of the narrower market when body repairs are deducted, and only 17% of the competitive market of $97.9 billion.

Car dealers are generalists by virtue of their franchise agreements. Not all of them operate body shops, but all of them are obligated to make all necessary mechanical repairs to cars under warranty. Interestingly, the chart shows that car dealers obtain better than 27% of post-warranty service business. Are car dealers destined to gain or lose share of the ASM? A case can be made that they are gaining share because:

- Increasing complexity of the automobile. Meaning that owner of late model computer-controlled cars are more likely to return to dealers for service—even after warranty expiration.
- Promotional effort by car makers such as GM's famous Mr. Goodwrench campaign.
- The growing number of foreign make vehicles. Owners of foreign cars still tend to return to dealers for service, even after warranties expire.

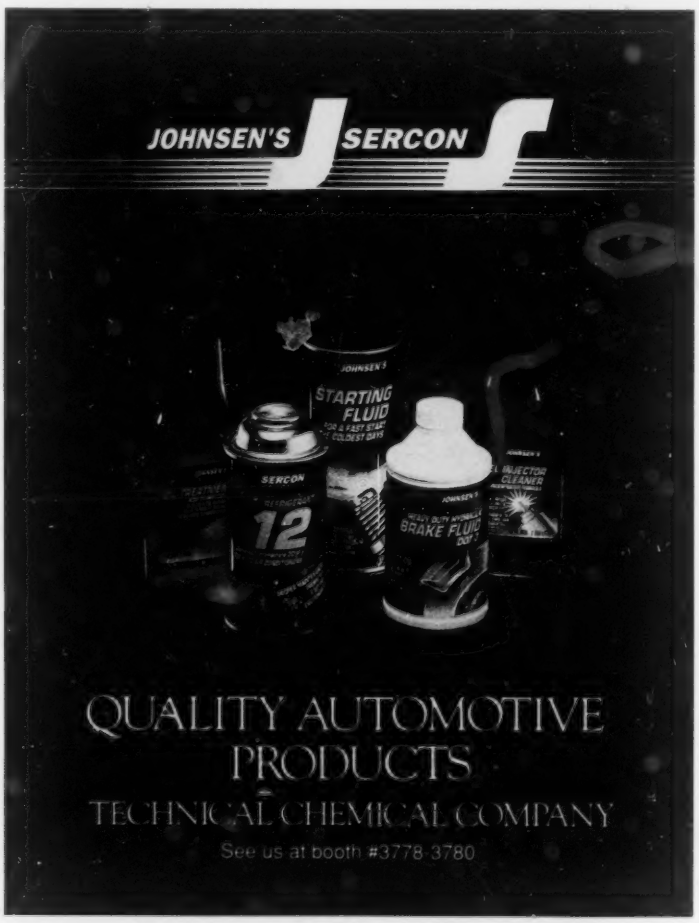
On the other hand, there are reasons for expecting the market share of car dealers to decline. For example:

- A long term decline in the number of dealerships.
- The lack of a commitment to service by many car dealers.

On balance, the positive factors for car dealers are offset by the negative factors. We expect professionally run service departments to gain sales while the poorer operations to close up. But overall, we expect no real gain for car dealers. Their share of the service market will remain between 25% and 30% of total.

Gas Stations & Independent Garages

The situation for gas stations is less ambiguous. The gas station share of the service market has been declining steadily since 1974 for one big reason: oil company policies.



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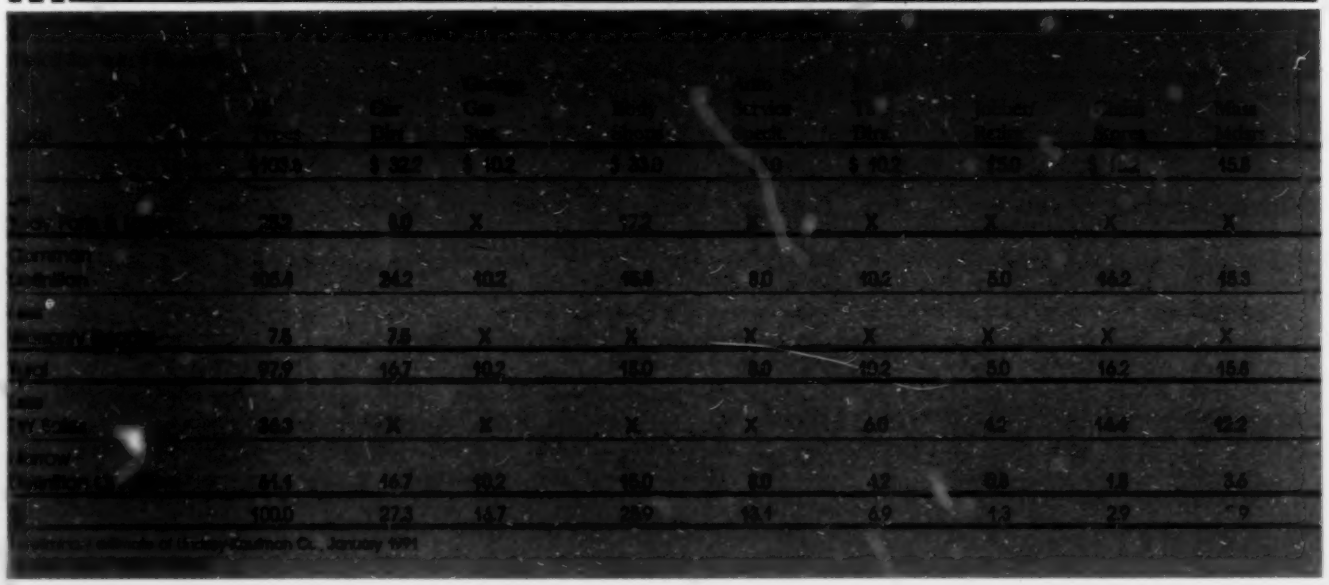
MARKET LINE



The oil companies used to support service to build customer loyalty for their brands. And it is *still* a good way of doing that. But oil companies would rather sell more gasoline through high-volume outlets than many low volume neighborhood stations. To be sure, some oil companies operate certified service franchises. However, the volumes of these outlets is far from offsetting the great attrition in numbers of full service gas stations. We do not expect a change in the situation in the 1991-1995 period.

The number of independent garages has been *increasing* since 1974. But not because this has been identified as an exciting growth opportunity. Rather, that many former gas station operators, especially those fortunate enough to own their property, have decided to remain in business as independent garages—even though the oil company has removed its pumps, signs, and credit cards.

However, the future for garage owners is far from rosy. It is taking an increasing investment in facilities, equipment, and training to remain successful as a general garage. And meanwhile, sharp service merchandisers have been snapping up a lot of the easier-to-do service work, things like lubrication, muffler replacement, brake repairs and alignment.

So what is the outlook for garages? Probably a shakeout of the less well financed, less well motivated, and less well managed operators. The good operators will survive and thrive. However, the overall share taken by general garages may decline.

Therefore, considering almost certain declines among gas stations, possible declines among garage operators, and near-zero gains in market share among car dealers, we expect that the total share obtained by the traditional service generalists will decline from the estimated 69.9% in 1991 to the range of 65-67% by 1995. And the decline *could* be even sharper; perhaps to the range of 60-65%.

Service Merchandiser Shake-Out

Service merchandisers pursue their business *aggressively*. They are very clear in their minds as to what they are selling, how it should be priced, whom they are trying to reach, and the kinds of promotion to be used. They are not shy. Unlike many generalists, the service merchanders do not just wait for customers to show up. Service merchandisers, including specialists, tire dealers, and auto chain stores are sophisticated about direct mail, print and broadcast media.

In general, service merchandisers are gaining at the expense of traditional service generalists. Case in point, muffler/brake specialists now dominate sales of exhaust supply parts—and they are gaining share of the brake parts market.

Coping With New Technology

An operation which scores high in most respects still has to cope with changes in technology. Most service merchandisers prefer to concentrate on rather narrow menus of service. This simplifies training and permits the company to concentrate its investments in facilities and equipment. However, changes in technology can, and often do, compel service merchandisers to revise their service menus. For example, longer lasting products can compel a movement to new services.

Thus we have seen muffler specialists evolving into under car specialists. They have moved into such services as brake repairs and alignment. Similarly, we have seen tune-up specialists moving into other under hood services such as lubrication, cooling system and air conditioner flush and fill services, engine cleaning, etc.

Whereas service specialists appear to be having to broaden their menus of service, tire dealers, tire company stores, auto chain stores and mass merchandisers seem to offer *narrower* menus. Most are satisfied to offer a full range of under car services (exhaust brakes, alignment). And they are comfortable with lubrication and flush and fill services. However, they are definitely uncomfortable with tune-up services, or to use a more up-to-date term, "engine performance services." These require a big investment in diagnostic equipment *and* highly-trained and well-paid technicians. Moreover, these are hazards in the business; come back rates can be high. That is especially painful to retailers trying to retain goodwill for a wide range of products. ■

ASSOCIATIONS

Bob Miller New MEMA Head

Bill Raftery, president of the Motor Equipment Manufacturers Association (MEMA), Englewood Cliffs, NJ, for the past 29 years, retired on January 4. He will stay on as a consultant to MEMA.

MEMA named Robert R. Miller to replace Raftery. Previously, Miller was vice president of sales and marketing at the Wagner Div. of Cooper Industries, Parsippany, NJ. He has been involved in the automotive aftermarket since 1960. Miller was also chairman of MEMA from 1987-1988 and a member of the board of directors for the past six years. He lives in Holmdel, NJ. ■

SPRING SUMMER SELLING GUIDE

The war in the Gulf is the big thing on everyone's mind this spring/summer selling season.

by **Phil Katcher,**
Business Editor

What a difference a year makes, 365 little days.

Last year at this time we were still in the midst of a Cold War that placed an Iron Curtain between Western and Eastern Europe. Then the curtain opened, and it looked as if finally we were going to live in the promised Age of Aquarius. Money spent on defense could go to improving the economy in a promised "peace dividend." Until, that is, Iraq invaded Kuwait and the 400,000 Americans in Saudi Arabia in Operation Desert Shield went to war on January 16. Oil would be scarce; a war-time economy would be in place on top of a widely-seen recession; and nobody foresaw much good in the immediate future

When the 15th of January, the deadline set by the United Nations for Iraq to be out of Kuwait, came and passed without any steps towards peace being taken by either side it was quite clear that war was more than just a possibility. For the fifth time in this century, Americans were fighting a major war overseas.

For the immediate future, domestic oil stocks should be enough, according to the major oil companies, to prevent shortages such as there were in the 1970s. Oil producing countries turned out record high levels just before the war. Although many military experts predict a short war, virtually all of America's wars have started out as "short wars," with the "boys home by Christmas," according to period experts. Any war fought in unfamiliar terrain against a motivated defender in his homeland will be a long war, if history is any teacher. A short war ending in total victory is unusual against opposing sides with roughly equal numbers.

The costs to the country for Operation Desert Storm were high even before the war started. The operation cost the government some $130 billion, some experts figured. Given these unexpected costs in a period when the country already faces huge deficits, the Bush administration will probably not try to continue domestic programs like the Johnson administration did during the Viet Nam war. Reduced domestic spending could have a negative effect on an already weak economy.

Therefore, it's important now, for the country not to overlook its domestic problems.

The Present Recession

Leading those domestic problems is a widespread recession. Just last February

we reported in the annual *Automotive Marketing* spring/summer forecast that a survey of the National Association of Business Economists indicated that 62% of their members didn't expect a recession at any time within three years. Housing sales were up; unemployment was low; and the Commerce Department reported that the economy had grown again for the eighth straight year.

Now, most retailers, who had the worst retail sales in December they had in years, admit the country is in the midst of a recession. The big question, is how bad will it be? Most economists predict a mild-to-average recession lasting until around July. And, aftermarket retailers agree.

Unemployment in December was 6.1%, the highest rate in two years. Manufacturing jobs were the most affected, but service industry jobs were cut, too. According to government projections, the unemployment rate will peak at 6.8% in the middle of the year. The same projections see growth for the first quarter of this year at 1.3%, declining in the second quarter to 0.3%. However, the third quarter should see growth of 2%, while the fourth quarter should slow down again to 0.9%.

Solving The Problems

There are a couple of ways to face a recession, as a problem that should be met through cutting back and weathering it out, or as a challenge.

Among the weatherers, retailers from Brighton, MI, to Selmer, TN, tell us that they've been cutting back personnel and inventory. They'll be cutting back on hours to save money at Darling's Auto Parts in Brunswick, ME. Northstar Auto

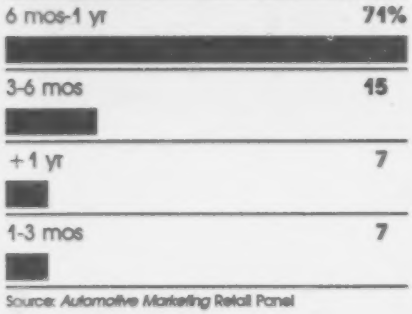
HOW ARE NEON COLORED ACCESSORIES DOING?

We asked retailers if neon colored accessories were popular in their areas. They were in over half the nation.

Source: *Automotive Marketing* Retail Panel

HOW LONG HAVE NEON ACCESSORIES BEEN POPULAR?

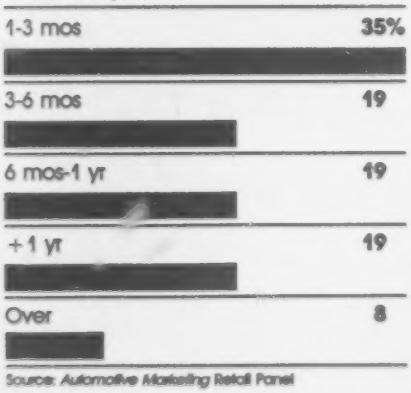
We asked retailers how long they thought neon colored accessories had been popular in their areas. Most think the fad has been around between six and 12 months.



Source: *Automotive Marketing* Retail Panel

HOW LONG WILL NEON COLORED ACCESSORIES STAY POPULAR?

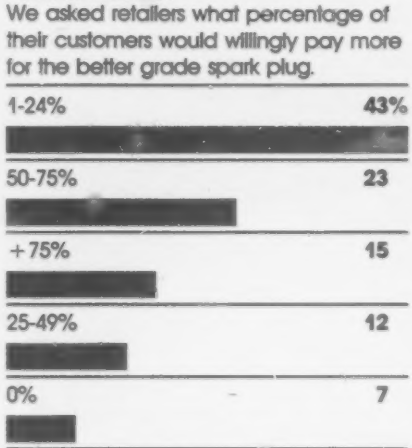
We asked retailers how long they thought neon colored accessories will popular remain in their areas. Opinions differ widely.



Source: *Automotive Marketing* Retail Panel

HOW MANY CUSTOMERS BUY TOP SPARK PLUGS?

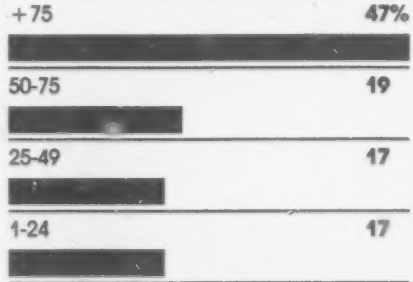
We asked retailers what percentage of their customers would willingly pay more for the better grade spark plug.



Source: *Automotive Marketing* Retail Panel

HOW MANY SPARK PLUG SKUs DO RETAILERS STOCK?

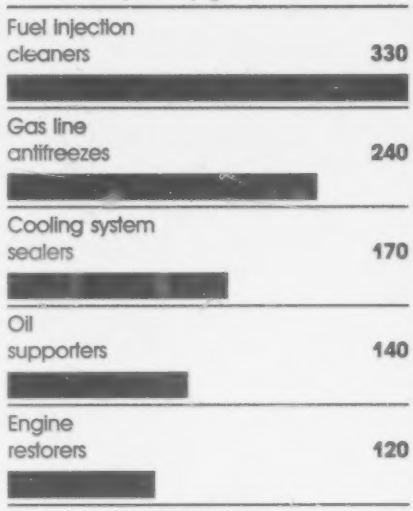
We asked retailers how many SKUs of spark plugs they stock. The average store stocks 175 spark plug SKUs.



Source: *Automotive Marketing* Retail Panel

WHAT ARE RETAILERS' FIVE BEST SELLING CHEMICALS?

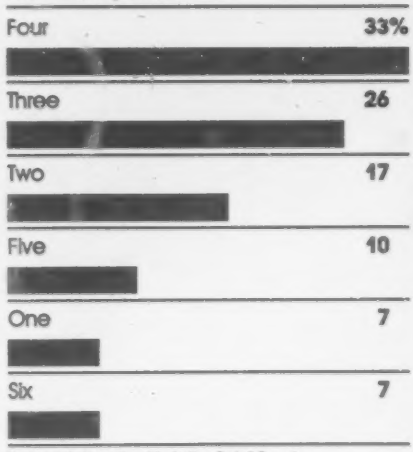
We asked retailers what their best-selling chemical products were. Then we indexed them, with the average mentioned products at 100. Any products that had index numbers over 100 were especially good sellers.



Source: *Automotive Marketing* Retail Panel

HOW MANY SPARK PLUG BRANDS DO RETAILERS STOCK?

We asked retailers how many spark plug brands they stock.



Source: *Automotive Marketing* Retail Panel

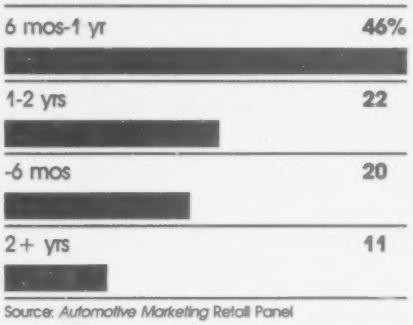
DO THEY OFFER DIFFERENT IMPORTED SPARK PLUGS?

We asked retailers if they stocked a different line of spark plugs for imported cars. Over half did.

Source: *Automotive Marketing* Retail Panel

HOW MUCH LONGER WILL THE RECESSION LAST?

We asked retailers how long they thought the present recession would last. Most were pretty optimistic that it would be a short one.



Source: *Automotive Marketing* Retail Panel

Supply, Dansville, NY; Arrow Auto Store, Paris, IL; and others will be stocking lower price points in their inventory. And, prices will be cut at Art's Precision Automotive, Godfrey, IL, and National Parts Supply, Flemington, NJ. Said E. Powell Christian of the Big T Auto Clinic, Holiday, FL, "The small business must hang tough and eliminate unnecessary expenses, take better care of the customers they have, and do superior work at *fair* prices."

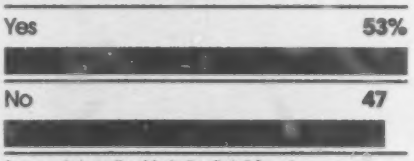
But then there are retailers like Ken Hottle, whose Western Auto Associate store is in Sidney, OH. He sees a recession as an opportunity. "We're going to keep a good stock of DIY parts in inventory as people won't have much money to work with," he said. Stan Paolini, whose Placerville Tire & Brake Service is in Placerville, CA, will build eight more service bays and a quick lube next to his shop. A number of retailers told *Automotive Marketing* that they're going to maintain their margins and work on getting better ones. They're the same retailers who plan even more aggressive merchandising in 1991 than they did in 1990.

Indeed, merchandising is key to those retailers who plan to actually grow during the recession. While E.M. Koebberling's Western Auto Store in Lenoir, NC, will spend less on advertising in 1991, the advertising it does will be an expanded direct mail program that reaches exactly the audience it needs to reach. "Pinpoint" direct advertising is what H. H. Arihood, of Arihood Tire Market, Rennselaer, IN, calls his program.

Finally, retailers at many stores will actually increase their hours to take advantage of potential DIY sales they might otherwise have missed. David Carter of Ken's Auto Parts in Mesquite, TX, plans to work 70-hour weeks until times get better. Perhaps we all ought to consider these hours. ■

DO RETAILERS STOCK PRIVATE LABEL OIL FILTERS?

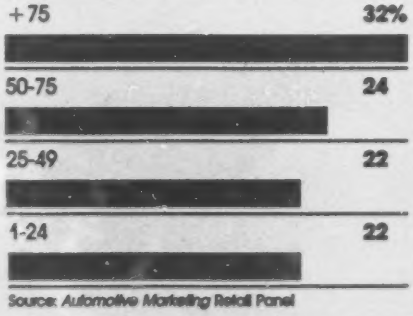
We asked retailers if they stocked private label oil filters. Over half did.



Source: *Automotive Marketing* Retail Panel

HOW MANY OIL FILTER SKUs DO RETAILERS STOCK?

We asked retailers how many SKUs of oil filters they stock. The average store stocks 148 oil filter SKUs.



Source: *Automotive Marketing* Retail Panel

ARE CARS KEPT LONGER NOW?

We asked retailers if they thought people in their areas were keeping their cars longer now than they used to. Most agreed they were.

Source: *Automotive Marketing* Retail Panel

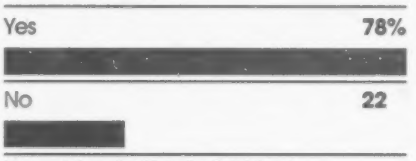
IS THE RECESSION HERE NOW?

We asked retailers if there was a recession in their area. Most said there was.

Source: *Automotive Marketing* Retail Panel

ARE HIGHER FUEL COSTS HURTING RETAIL AFTERMARKET SALES?

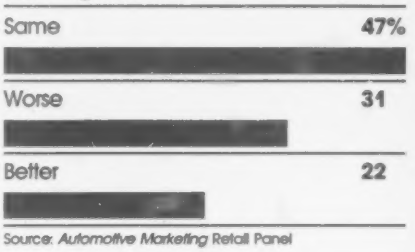
We asked retailers if higher fuel costs as a result of the Gulf Crisis is huring their sales. Most said it is.



Source: *Automotive Marketing* Retail Panel

HOW WILL THE UPCOMING SPRING/SUMMER SEASON BE?

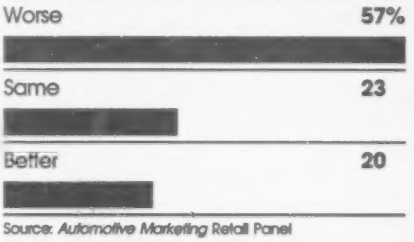
We asked retailers how they thought the Spring/Summer 1991 selling season would be compared to last year's season. Almost half thought it would be unchanged.



Source: *Automotive Marketing* Retail Panel

HOW DID 1990 STACK UP AGAINST 1989?

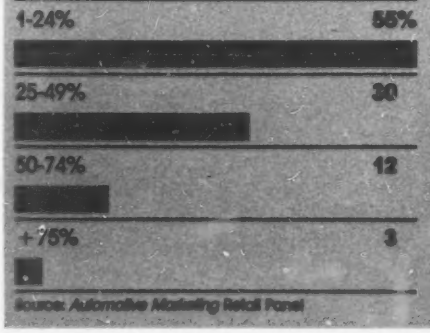
We asked retailers how the last quarter of 1990 was compared to the last quarter of 1989. Over half said it was worse—one retailer added it was "much" worse.



Source: *Automotive Marketing* Retail Panel

WHAT PERCENTAGE OF SALES IS IN LIGHT TRUCK ACCESSORIES?

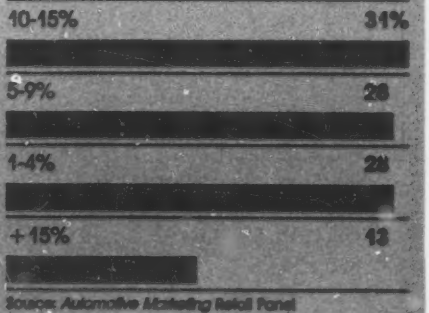
We asked retailers what percentage of their total accessories was in specific light truck items.



Source: *Automotive Marketing* Retail Panel

WHAT PERCENTAGE OF SALES IS IN VAN ACCESSORIES?

We asked retailers what percentage of their total accessories was in specific van accessories.



Source: *Automotive Marketing* Retail Panel